



Level 2

To do this effectively each of us needs to:

- Play an active part in **transformation, change and improvement** – being comfortable with change and focusing on improvement
- Play our part in **digital transformation** by being comfortable with technology, looking for ways technology can help us deliver better services and acting on sound evidence and information
- **Adopt a commissioning approach** by taking responsibility for making sure public money is spent wisely on what is going to deliver the best outcomes for Aberdeen

BEHAVIOURS

What this looks like when we're at our best ...

- We look at the evidence – then focus on making things better
- We encourage new thinking and build on each other's ideas
- Every interaction counts – we leave things better than we found them
- We embrace the new – we are creative and find ways to make things better
- We are positive and 'can-do'
- We are the organisation – we promote the good things we do

What this looks like when we're at our worst...

- Not willing to do things differently or move with the times
- Ignoring issues
- Being careless with council resources
- Having a negative attitude
- Dumping work on others
- Receiving and accepting poor standards of work
- Talking the organisation down

KNOWLEDGE

Transformation, change and improvement

I understand

- Responses to change and how to support individuals and teams through change
- The Local Government Scotland Act 2003 in relation to our statutory duty to improve
- The Design Thinking approach
- The Model for Improvement
- How to measure the impact of improvement projects

SKILLS

Transformation, change and improvement

I show I can

- Empower others and encourage them to release their creativity and innovation

- Implement new ways of working in my team
- Constructively support others to think and work differently – giving freedom to test and learn
- Support others to adapt to an evolving and changing environment
- Apply the Model for Improvement in practice

Digital transformation

I understand

- The requirement to make changes in line with the Council's digital strategy

Digital transformation

I show I can

- Support others to embrace change, including emerging digital technology
- Identify areas for automation and the use of digital solutions

Adopting a commissioning approach

I understand

- How to prioritise and allocate resources
- The principles of contract management
- The procurement regulations including the implications of non-compliance with the 'no purchase order, no pay' policy

Adopting a commissioning approach

I show I can

- Suggest alternatives to service delivery without the need to spend money externally
- Apply procurement regulations and procedures